AN ANALYSIS OF WORK-LIFE BALANCE AMONG POWER SECTOR EMPLOYEES OF DELHI AND NCR

SYNOPSIS

SUBMITTED TO

LINGAYA'S VIDYAPEETH

IN THE PARTIAL FULFILMENT

FOR THE DEGREE OF

DOCTOR OF PHILOSOPHY IN MANAGEMENT

BY

NEHA GULERIA

(19PHMG15)

DEPARTMENT OF MANAGEMENT

SCHOOL OF COMMERCE & MANAGEMENT

LINGAYA'S VIDYAPEETH, FARIDABAD (HARYANA)

OCTOBER 2020

Name of the Student (Capital letters) : NEHA GULERIA

Registration Number : 19PHMG15

Major Subject : Human Resource Management

Name of Major Advisor : Dr Munish Nagar (HOD, SOCM)

Name of Department : Department of Management

Name of College : School of Commerce & Management

Title: AN ANALYSIS OF WORK-LIFE BALANCE AMONG POWER SECTOR EMPLOYEES OF DELHI AND NCR

TABLE OF CONTENT

1. INTRODUCTION
2. LITERATURE REVIEW
- Research Gap
3. RESEARCH OBJECTIVES
4. RESEARCH QUESTION
5. RESEARCH HYPOTHESIS
6. METHODOLOGY
- Statement of the Problem
- Research Design
- Sampling Frame
- Sample Size
- Variables
- Data Collection Method
- Statistical Analysis
7. EXPECTED OUTCOMES
8. REFERENCES
9. EXPECTED STRUCTURE OF THE THESIS
- Introduction
- Literature Review
- Methodology
- Results and discussions
- Conclusion and Recommendations
10. References

ABSTRACT

Work life balance is one of the leading aspects for the individuals to attain triumph. A perfect balance among different life roles leads to a better mental and physical health which further leads to effective performance. Equilibrium among various roles can develop happiness in life and reduces stress. Maximum happiness from personal life develops better focus on professional end. Personal and professional parts of an individual's life interdependent on each other. An individual's emotional well-being keeps motivating towards proper focus on professional life. On the other hand, productive results and professional appreciations make a person relax and secure. My proposed study is aligned towards the identification of factors affecting work life balance of Power Sector employees. Work life balance is where the pressure between the work and personal life is controlled by having a proper set of policies, supportive management systems at work place and satisfactory relations in personal life. The study attempts to create an understanding about Work Life Balance and life of power sector employees. There is a huge market competition in the present scenario of Power Sector, and so the responsibilities of employees growing at fast pace to attain better results for their organizations. The researcher will collect data from at least 500 employees of the Power Sector Industry.

Keywords: Work life balance, Time Management, Job performance, Job satisfaction, Personal Domain, Professional Domain.

INTRODUCTION

In the US, the phrase "work-life balance" was first used in 1986. The monetary gains are not only accountable to provide happiness in life though a settled personal is must. A state of equilibrium between one's personal, professional, and family life is referred to as work life balance. Work Life Balance is about the uniformity of different roles play by an individual in his/her life at different phases. It is a balance an individual has to maintain between time factor and other aspects of life. Work and family life balance is not about the equal distribution of time. But it is about the presence of an individual at the moment where the demand is required. Overburden of work activities effect other life roles. Every aspect should give a priority whenever required. Motivated people can make things happen and empower an organization to attain its goals and it increases job satisfaction. Thus, organizations should ensure that the persistence, competency, motivation and productivity of the employees remain at standard levels. The importance of the work life balance has realised by the

organizations with respect to the productivity of the employees. There are various programs introduced to employees such as flexible hours, team outing, day care centres, health care centres, work shifts etc., to motivate the employees to work efficiently. It is a relaxation to employees with the time factor and they can put an extra effort to maintain a healthy balance between work and life. Work life balance is where the pressure between the work and personal life is controlled by having a proper set of policies, supportive management systems at work place and satisfactory relations in personal life. It is difficult to tackle that complex issue because it is different for every individual as per their perspective. Success is not about the devotion of much time at work but that requires quality of time and productivity of the performance. The traditional thought for family is a male has to provide financial support and a female has to maintain the family circle. The features of work-life balance concept seem different for every individual and its meaning depends on the individual's viewpoint. Here is some of the working terms related to Work Life Balance (Lockwood, 2003):

- WORK-LIFE: These are the frequently used terms in today's scenario having a deep meaning for each. Work demands flexible work options, quality of workplace and proper work balance, whereas life is more concerned with personal end including quality of life, balance of life and better management of conflicting family responsibilities.
- WORK-LIFE CONFLICT: Both sides loaded with lots of responsibilities, conflicting or clashing with the management of each with the better concern of time factor.
- WORK-LIFE BALANCE: A better balance is the demand from both the ends to remove conflicts and complexities of life and work place. So, it is required for employer and employee- on both the sides. It is about the management of work activities and family responsibilities as per the demand.
- WORK/LIFE PROGRAMS: Some of the programs like time management or finance management are established by employer end to offer a support to its employees. That helps in better management of various factors with better guidance and knowledge.
- FAMILY-FRIENDLY BENEFITS: It is about some of the beneficial offers for employees to keep their family commitments without compromising with organizational work activities and responsibilities.
- WORK-LIFE CULTURE: An organisational culture which pays respect towards the personal goals of employees as well by adopting team work, motivational support and timely supervision to employees to meet with their personal objectives as well.

- WORK-LIFE INITIATIVES: Establishment of policies and procedures by a working place to enable employees to attain organizational goals and on the same time facilitate flexibility to cope up with personal issues.

The rates of Power Sector workers of an association define the strength and sins of that particular association. More communication chops, frequent travelling, tolerance, integrity, leadership, quick opinions, promptitude with allocated deadlines, handling stress, and frequent change of external factors are some of the power sector rates. The actuality of these rates is possible where mind is calm and peaceful, and physical health is over to the standard mark. Power Sector workers bear visiting different places for customer meetings and this way they keep busy in travelling whenever and wherever it's needed. For the business development purposes, making of work strategies, and exploration development conditioning workers are supposed to attend exhibitions, conferences and forums at public and transnational position. With all the work liabilities, time operation is an intimidating factor to deal with for Power Sector workers. It's easy to work with in a work place by doing sitting jobs. But to approach someone at distances, a major issue for workers to attack with. It demands long travelling hours, to take movables for customer meetings, time span to stay for customer authorization, and so numerous other kinds of retired sweats live. Now question arises, with all these liabilities how power sector workers make time for their particular life?

still, Relationship is a collective connection among individualities which strengthen or weaken emotional aspect in life, if we talk about particular life. Strong connections develop the sense of belongingness which leads to the development of family terrain as well. With the help of good connections, a positive mind grows that kills negativity and stress in one’s life and so a person can perform productively. Family connections need a strong bond with a better support to each other. To set precedence’s, to do time operation, to get emotional satisfaction for better focus on job – all the factors play an important part to run the circle of life. Work life balance is appreciatively related to family connections.

Work- Life was substantially a matter of chaos for working maters during 1960’s and 1970’s. That was a struggle between the conditions of their jobs and taking care of children. By feting the value of women donation, during 1980’s, associations started to change workplace terrain, programs and procedures. That included work from home, motherliness leaves and hand backing programs. Work life balance came a major concern than the issue of women working by the end of that decade. In 1990’s the work life balance was a vital issue for

women, men, parents and on-parents, couples or mates. At that time, there was a high rate of declining in the number of women who work as binary earner for their families. There were considerable challenges in labour force to maintain a balance between work conditioning and liabilities of life. similar kind of mindfulness was growing at swift pace during that decade with central significance and this redounded in high increase in issues related the attainment of work- life balance. utmost of the studies told that the people whether new council graduates or the old bones, have to make jobs as per their choices grounded on work place issues or organizational issues. Our complex society makes the individualities clashing with liabilities and commitments; therefore, the work- life balance has come a consummate issue. The considerable rudiments similar as the competition, interest in particular lives family values; and managing the pool etc., have made it more significant. Studies have borne that labour force seek creative ways to attain their association's competitive advantages in the business.

The quality of a hand's particular and family life impacts work quality. As Vlems (2005) notes, when organisations decide to grease their hand's work- life balance, they choose from a wide array of options that include flexi- time is a scheduling policy that allows full- time workers to choose starting and ending times within guidelines specified by the organisation. It works well for full- time office staff, but not in shift patterns or in a product line. Flexi-time allows a hand to attend to non-work demands without having to take time off work. Compressed working hours This is a system of a four- day working week. A hand can work his total number of agreed hours over a shorter period. For illustration, a hand can work his or her hours over four days in a week rather of five, and therefore, gains a day for himself. Job-sharing Job- sharing is a system where two people partake a job. They both have the same job, but resolve the hours, so that each hand has a part- time position. piecemeal from unyoking the hours, they also resolve the payments, leaves and benefits. The idea is to go workers ample time to attend to non-work conditioning so as to be suitable to achieve a good measure of work- life balance. Breaks from work by taking breaks from work formerly in a while, the right balance between work and life can be achieved. These breaks shouldn't only be about motherliness, maternity and maternal leave, but also time off for career breaks and feasts. Numerous companies have responded to the evolving set of issues and with the impacting rudiments related to work life balance by introducing a wide variety of work- life balance practices. These practices help the workers to balance both work and life inversely where it supports the employer to increase the retention of the hand. Some of the impacting

factors include working hours and inflexibility, time bind, job autonomy and organizational commitment.

The Confront of work life balance in our society is improbable to vanish. The notion of work life balance is getting attention in both the academic and corporate worlds. The employees are often occupied with work when not working. Modern work has become more intellectual; overworked people think about work all of the time. That causes the lack of mental presence in family gatherings. Work has become perceptual interference for many people. In simple terms, this means that work life balance is not just about finding 'physical time' to do all the needs to be done. More importantly, it is about the "cognitive space" necessary to process, organize, and respond to the thinking demands of life with in a complex society.

Planning of life aspects is the newest and advanced perspective to work life benefits that benefits employees to understand the important facet of their professional lives, personal lives and their context. The organizational goal is to persuade its employees to keep an eye on their lives and retrieve relationships, physical and emotional wellbeing, careers, and their financial situation. Employees can access their available choices by following various programs facilitate by organizations to improve balance in their lives and develop a personal life plan. The most successful programs set a goal-oriented environment with a meaningful and transformational component for each individual. The concept of total life has the major benefit such as retain employee energy, enthusiasm and attachment for work, and boost productivity. Planning programs may be offered in combination with welfares like as health, life, and disability insurance, on a standalone basis. Adoption of different kind of policies and programs benefits an individual in the management of various life and work roles. A satisfactory work-life balance increases the productive outcome of an employee. Life and work roles are significant for different purposes like essentials to stay alive, things to maintain lifestyles and to improve time management and learning.

LITERATURE REVIEW

The work challenges and balance of life are, two concerns- one on the organisation end while later on the personal end, growing high. Nowadays fast paced scenario of lifestyles, both work and life balance are important for organizational positive impacts, and also employees' morale, employee retention, company knowledge with the trends of a workplace. The conflicting responsibilities and commitments have made the work-life balance a complex concern to deal with (Lockwood, 2003).

Dissatisfaction with the balance between work and family is a concern associated with long working hours. There is an increase in work and family conflict as the increase in working hours (Sturges & Guest, 2004). To enable employees to maintain a balance between personal and professional liabilities, Work Life Balance develops healthy and supportive work place environment that also enhance the work performances and integrity. An organization requires understanding the value of mentally and physically healthy employee. Time management and priority setting improves the issue of work-life conflicts. The conflicting issue of work-life balance is a serious problem which has negative impact on workers, employees and employers also (Dhas, Babin, 2015). The lower quality of life is often because of the higher standard of living for which we have to work for longer hours. Technological advances have made us available anywhere and anytime we are. It has increasingly enchained us as nowadays everything demands instant results or replies. It has become more significant to accurately measure and manage the time factor. Long working hours does not mean to get higher income to attain a high living standard. Work life balance is an issue that increasingly get attention. Inability to manage the demands of work –life roles, contributes to the problem like as reducing profitability and competitive advantage (Clutterbuck, 2003):

- Stress and employee absenteeism
- Failure to retention of employees
- Low motivation and commitment
- Lower level of customer services
- Inadequate creativity and initiative
- Immoral behaviour

To the view of issue, failure lies with the main reason appears as tackling of the problem is not sufficient, there is a need to make difference with the following three aspects (Clutterbuck, 2003):

- Capability: It is about to enhance the skills to manage own self and work life balance. It enables employees to organise their work effectively with more efforts and to make better use of available opportunities.
- Policy: It concerned with the establishment, communicating and setting of environments- family friendly policies like as support for cares, parental leave, job sharing, provision of crèche or flexible working hours.

- Culture: That focuses on support system and positive attitude. There are positive aspects of policies regarding work life balance where people having strong desire for personal change. Some of the key questions like as – how supportive will be colleagues and managers? How risky will job or promotion? Will my contribution be notice?, that all will define whether opportunities offered to individual taken by them or not.

Some of the researchers listed conflicts between work-life causes when one domain is consuming more time and another one lacking of it, strain caused by one role where responsibilities and individual demand is on higher side, and the role behaviour of one domain is incompatible to another domain. There is random interference of family with work and work with family. The poor management of work-life conflicts can have negative impact on individual's mental well-being, relationship detachments, and dissatisfaction towards life and work. A money-making mind can never overcome with these negative impacts. Money is required to fulfil a person's and his/her family needs but not brings happiness and emotional well-being in relationships. A positive relationship between work and family is essential for betterment and well-being. Work life balance facilitates the range of well-being and betterment only with the fulfilment of individual's need and time available for both the roles-work and life (Gropel & Kuhl, 2009).

The issue of work life balance is not a matter of consideration for employees only but also for employers as well. A healthy work environment plays an attractive role for employees to pay work role well. The issue is not vanished away by proper time management but also requires satisfaction with professional roles and personal roles (Gallhofer & Paisey, 2011). The physical working environment of a work place and psychological requirements of a job can have impact on mental and physical health of the employees. Both the factors are interrelated as psychological well-being of employees depends on the working environment. There is a difference between general working conditions like relationships with co-workers, work load, decision making, and physical working conditions like as facilities and resources. Many organizational factors such as role conflicts, job insecurity, long working hours, interpersonal clashes, poor supervision- all leads to stress, disturbance and anxiety (Sabadra, 2009).

Better work life balance has positive impact on the employees and organization and gives hike to the overall productivity by making life better (Sigroha, Gidhar & Sangwan, 2011). The family support reduced conflicts in the interface of work-family and helps to increase

family-work facilitation. Work-family facilitation positively and importantly related to satisfaction towards life. Employees confronted with both domains disclosed higher performances in the working environment (Karatepe & Bekteshi, 2008). Work and family- both act as the foundation of happiness and playing an important part in the life of human being. To balance the demand of each phase- work and life is a difficult task. A different and deep way of thinking opens the door for various ideas to develop improvements in work-life balance. Practices like time management, better management control, people management, work time flexibility and development of supportive work environment support contribute to enhance work-life balance improvements. Self management significantly plays a role that individuals need to control on. A good control is on demand to tackle with expectations and behaviour regarding personal and professional balance.

The much focus on one dimension to win must lose the focus on rest of the dimensions. For example, if more you focus to win work dimension, rest of the dimensions such as home, self and society must lose. Different dimensions of life can cause a range of problems because of making trade-offs among them such as unfulfilled, disconnected, exhausted and inauthentic. The process of total leadership can help to tackle such problems. It can be done by identifying the time a domain is demanding, priority setting and capability of devoting energy to each. The process of total leadership is also based on the satisfaction level at each step (Friedman, 2019); the process of Total Leadership concept is based on three main principles:

1. Be Whole: based on integrity (respecting the individual as whole)
2. Be Real: based on authenticity (clarifying the importance)
3. Be Innovative: Based on experiments and creativity (procedure to get things done)

The field of work and family research is fragmented because of variation in working of individuals. For example, persons working in disciplines like as sociology, psychology, social work and business have contributed to work-family studies. That leads to emphasise various issues. Because organizational psychologists are more concerned with the work-related performances and on the other hand sociologists are much concerned with family related studies (Allen et. al., 2009). A 6-item scale has been developed by Shamir (1983) that included 4 items focus on interference of work with family and 2 items on interference of work with non-work activities. Another 8-item measure has been developed by Hughes and Galinsky (1994), they termed the difficulty of family role which evaluated the individual experience frequency related to work related and life related performing roles.

With the prime responsibility of childcare, women retained as homemaker, thus that particular responsibility require to create a balance with work. There is particular need with recognition of both mother and father regarding to family and work, in respect of engagement of parents with employment and children as relating to social shifts. Enhancement of dynamics like maternal work-orientation and paternal child-orientation offers new change in perspectives through intersection (Gatrell et. al., 2014). The female business owners prefer satisfier associated with making a contribution to the society and employee relationships. Whereas male business owners prefer higher satisfier associated with the attainment of status at a greater pace (Eddleston & Powell, 2006).

The academic knowledge related to work-life is based on various theories, which include compensation, enrichment, spill-over, resource drain, work-life conflict, congruence, integration, facilitation, segmentation and ecology theories (Morris and Madsen, 2007). There is an opposite bond between work-life as per compensation theory (Clark, 2000). This theory refers to countering experiences of negative in one dimension while increase in another dimension with positive experiences (Edwards and Rothbard, 2000). The theory of enrichment deals with the range of experiences from instrumental or affective sources. Instrumental sources include skills, values and abilities, whereas affective sources are mood and satisfaction (Morris and Madsen, 2007). Spill-over role affect others' experiences, making the roles much similar. Examination of spill-over such as skills, value, mood and behaviours from one to another role has done in research (Edwards and Rothbard, 2000). Resources (time, money and attention) are limited and their availability is reduced in original dimension. As per the resource drain theory they transfer from one to another dimension (Morris and Madsen, 2007). There is inter-role conflict in the concept of work-life conflict. The demands of both domains-work and life are incompatible to each other. The participation in one role makes it difficult to participate in another role (Voydanoff, 2005). The conflict of work-life experience arises when role of one domain interfere with another domain's role (Greenhaus and Beutell, 1985). Paying off extra time and energy to one role leads to suffer another one.

The variables which are not directly related to family or work and how these additional variables affect the balance of various roles are defined in congruence theory (Edwards and Rothbard, 2000). A third variable, like genetic forces, personality traits, intelligence, education level and behaviour styles, effects both the domains positively as per congruence theory. A theory based on an entire view that porous and flexible boundaries of a system can

much better ease and supports the domains of family-life and work-life termed as integration theory (Clark, 2000). The theory of facilitation refers to the results of participation in one dimension boosts the engagement level in another. It can comprise of resources, knowledge, skills and experience (Edwards and Rothbard, 2000). The separate viewing of domains –work and life, without any influence to each other is termed as segmentation theory (Edwards and Rothbard, 2000). The theory of ecology is based on the concept that work and life domains are joint function of context, process, person and time, the fact is that each and various characteristics add effects to the work-life experience (Grzywacz and Marks, 2000).

Research Gap: Work Life Balance is the main factor to focus on to attain better bonding between personal and professional life. A balanced life and proper utilisation of time factor enrich the individuals' emotional well-being. A calm state of mind keeps them focused, stress free and more productive in professional life. High and productive performances of Power Sector Professionals open the way of success for any organization with strong Business Development progresses. Attainment of organisational goals and high performances at professional end make an individual more confident, motivated and provide a sense of job security. Thus, work balance leads to life balance and causes fewer conflicts with various roles.

In the present scenario, the job of Power Sector Professionals is getting more complex with high pace competition. Power sector is on the essential list globally which works 24*7. Different factors growing side by like as environmental awareness, economic conditions, political conditions, workforce management, operational excellence, processes and technology, and industry being updated should have to adapt all these factors. With these factors, the job of Power Sector Employees gets much accountable for better client relationship and favourable results. Because of more complexities and challenges on the way, the goal of work life balance gets much tougher to attain. Thus, the Power Sector will be taken as research area in this research work.

The present research will be useful for future researchers in the domain of work-life balance and job performance. The study will facilitate the knowledge about effect of variables on each other and beneficial in identifying the implementation of these variables in the industry for the attainment of objectives. The results of this study will be helpful for power sector industry to understand the impact of each variable with one another. The study will support the knowledge about which variable opens the way towards growth of industry in the cut

throat competitive world. Employers and employees in every organization try to achieve the goals of the organization. Employees need knowledge, skills, job satisfaction, supervision and peer support to execute the responsibilities effectively. In present times the business environment demands efficiency and hence organizations go extra mile to achieve the benchmark performance. Since power sector employees need to concentrate on their work and family responsibilities, many a times either one of them will overtake another one leading to imbalance in family life and work. Also, there is difference between roles of each individual as per there lifestyle.

RESEARCH OBJECTIVES

(a) PRIMARY OBJECTIVES: The primary objective of this study is to analyse the Work-Life Balance among Power Sector Employees of Delhi and NCR.

(b) SUB OBJECTIVES:

- To explore the factors that impacts the work life balance of power sector employees.
- To investigate the relationship between employee's job and personal life, and its impact on work-life balance.
- To analyze the relationship between work-life balance and job performance of power sector employees.
- To examine the effectiveness of work-life balance in power sector industry.

RESEARCH QUESTIONS

RQ1. Is there any difference among factors impacting work-life balance of Public and Private Power sector employees?

RQ2. What is the relationship between job and personal life of Power Sector employees?

RQ3. What is the relationship between work-life balance and job performance of Power sector employees?

RQ4. Is there any relationship among variables of demographic on work-life balance of Power sector employees?

RQ5. What is the difference between work-life balance of Private and Public Power sector employees?

RESEARCH HYPOTHESIS

$H_{01:}$ There is no significant difference between factors impacting work-life balance of Power Sector employees both in Public and Private.

$H_{02:}$ There is no significant relationship between job and personal life of Power Sector employees.

$H_{03:}$ There is no significant relationship between work-life balance and job performance of Power sector employees.

$H_{04:}$ There is no significant relationship among demographic variables (Marital status, age, experience, income, and designation) on work-life balance of Power sector employees.

$H_{05:}$ Employees of Private Power sector are not able to balance their work-life as compared to Public Power Sector.

METHODOLOGY

Statement of the Problem:

1. Most of the researchers have done research separately on power sector organizations but combined study including both public and private sector of power industry has not been explored much.
2. Power sector, is one of the growth-oriented industry, was least discussed in context with work-life balance though it is an essential sector of any nation.
3. Majority of the studies on work-life balance focus upon role conflicts, job satisfaction, working hours, work environment, and only a few studies are available where work-life balance in context with balancing factors, professional and psychological domains have been studied.
4. Most of the studies have been done in regard with personal and professional life, not much on psychological, professional, and balancing.
5. The research that follows is an effort in the direction of the power industry and work-life balance. The relationship between professional, psychological, and employee balancing in the power industry will be explored with the aid of this study.

Research Design: Correlation research design and quantitative approach will be used. The study attempts to explore the relationship between work life balance, job performance and

family support to make predictions in case of Power Sector Employees. The study will predict to what degree the variables are related to each other, although it does not imply that one cause to the other.

Sampling Frame: A sample will be drawn from the targeted and identified population. A list of Power Sector employees of Public and Private Companies of North India will be prepared.

Sample Size: 500 simple random samples will be collected from Power Sector organizations.

Variables: There are three variables for the research work – Personal domain, professional domain and balancing domain.

Data Collection Method: Both primary and secondary data will be used. A structured questionnaire will be used as primary data collection method to collect the information from at least 500 Employees of Power Sector Industry from Delhi and NCR.

Statistical Analysis: The collected data from questionnaire will be analysed using IBM SPSS 21 because of below reasons:

- Work Life Balance data
- Reliability and validity of the instruments used
- Demographic profile of employees of power sector
- Correlation and regression analysis
- Factor analysis to understand various factors responsible for different variables under research.

EXPECTED OUTCOMES

The present research is about to determine the relationship among all the variables. There is possibility of high range of relationship among work life balance, job performance and family support.

CONTRIBUTION TO FUTURE STUDY

Various factors and domains have discussed in the past studies with regard to work life balance. The study will not only beneficial to employees of power sector but the society as a whole. The present study will put light on the employees of power sector which has hardly discussed yet. The Power Sector employees are the backbone of any nation. This study will contribute a lot to study the factors responsible for work life imbalance. With time and stress

management, loads of travelling and market competition scenario- it becomes tough to set priorities of different life roles and domains. This study will cover up the research gaps with previous studies and provide a base to solve problems related to work life balance of power sector employees. The demand for business development professionals and knowledgeable technicians with regard to power sector justifies the need for more effective life and work role management. The recommended approaches of that study will help to guide on what should be prioritize by business professionals to improve their work life balance and how to maintain that in long run.

STRUCTURE EXPECTED FOR THESIS

- Introduction
- Review of Literature
- Methodology
- Results and Discussions
- Conclusions and Suggestions
- Bibliography
- Appendix

References

Allen, Tammy & Herst, David & Bruck, Carly & Sutton, Martha. (2000). Consequences Associated With Work-to-Family Conflict: A Review and Agenda for Future Research. Journal of occupational health and psychology.

Clark, S. C., (2000). Work/Family Border Theory: A New Theory of Work/Family Balance. Sage Journals, 53(6), 747-770.

Dhas, Babin. (2015). A report on the importance of work-life balance. International Journal of Applied Engineering Research. 10.21659-21665.

Edwards, Jeffrey & Rothbard, Nancy (2000). Mechanisms Linking Work and Family: Clarifying the Relationship Between Work and Family Constructs. The Academy of Management Review. 25.178.10.2307/259269.

Eddleston, K. A., & Powell, G. N. (2008). The role of gender identity in explaining sex differences in business owners' career satisfier preferences. Journal of Business Venturing, 23(2), 244-256.

Essays, UK. (November 2018). Maintaining a Work Family Balance Social Work Essay. Retrieved from https://www.ukessays.com/essays/social-work/maintaing-a-work-family-balance-social-work-essay.php?vref=1

Gallhofer, S., and C. Paisey (2012).”Women’s Voices: Work-Life Balance of Female Scottish Charted Accountants.” http://www.icas.org.uk/site/cms/download/res/gallhofer_paisey_Report_mar_11.pdf.2011.(accessed)

Gatrell, C.J., Burnett, S., Cooper, C.L.C and Sparrow, P. (2014) Parents, perceptions and belonging: Exploring flexible working among UK fathers and mothers. British Journal of Management, 25, (3), 473–487 4.

Greenhaus, Jeffrey & Beutell, Nicholas. (1985). Sources of conflict between work and family roles, Academy of Management Review, Vol.10, January. 10.76-88. 10.5465/AMR. 1985.4277352.

Gropel, p, and J. Kuhl. "Work-Life Balance and Subjective Well-Being: the Mediating Role of Need Fulfilment." British Journal of Psychology May 2009:365-75.

Grzywacz, J., and Marks, N. (2000). Reconceptualising the Work-Family Interface: An Ecological Perspective and Negative Spill over Between Work and Family. Journal of occupational health and psychology. 5. 111-26. 10.1037/1076-8998.5.1.111.

Hughes, D.L., &Galinsky, E. (1994). Gender, job and family conditions, and psychological symptoms. Psychology of Women Quarterly, 18,251-270.

Karatepe, O. M., & Bekteshi, L. (2008). "Antecedents and outcomes of work-family facilitation and family-work facilitation among frontline hotel employees." International Journal of Hospitality and Management, 27(4), 517-528. https://doi.org/10.1016/j.ijhm.2007.09.004.

Morris, M. L., & Madsen, S. R. (2007). Advancing work-life integration in individuals, organizations, and communities. *Advances in Developing Human Resources*, 9(4), 439-454. https://doi.org/10.1177/15234223073054

Nancy R Lockwood- Challenges and Solutions, SHRM Research, USA, 2003.

Sturges, J. And Guest, D. (2004). Working to live or living to work? Work/life balance in the early career. Human Resource Management Journal, 14, 5-20.

Sabadra, M. A. "Effects of Stress on the Health of Career Women." Ethos 2, no. 2 (July-Dec. 2009); 48-54.

Sigroha, Anju, Yogita Gidhar, and Sneha Sangwan. "Impact of Work-Life Balance on Working Women: An Overview." Gyan Management 5, no. 2 (July-Dec 2011): 55-67.

Shamir, B. (1983). Some antecedents of work-non work conflict. Journal of Vocational Behaviour, 23, 98-111.

Voydanoff, P. (2005). Towards a Conceptualization of Perceived Work-Family Fit and Balance: A Demands and Research approach. Journal of Marriage and Family. https://doi.org/10.111/j.1741-3737.2005.00178.x.

Yeandle, S., Crompton, R., Wigfield, A. and Dennett. J. (2002), Employed careers and family-friendly employment policies, Joseph Rowntree Foundation Policy Press, London.

Zedeck, S., & Mosier, K. (1990). Work in the family and employing organization.

American Psychologist, 45, 240-251